

R7-2-603. Professional Administrative Standards

- A. The standards presented in this Section shall be the basis for approved administrative preparation programs, described in R7-2-604. The Arizona Administrator Proficiency Assessment shall assess proficiency in the standards as a requirement for certification of supervisors, principals, and superintendents, as set forth in R7-2-614.
- B. Standard 1: The administrator facilitates the development, articulation, implementation, and management of an organization's mission. The performance assessment shall measure the extent to which the administrator:
1. Develops a mission statement for the organization;
 2. Promotes support for and fulfillment of the organization's mission;
 3. Provides purpose and direction for individuals and groups within the organization;
 4. Demonstrates a knowledge of educational issues and how they affect students, schools, and the community;
 5. Facilitates the development of strategic action plans, and goals in cooperation with the community;
 6. Sets priorities in the context of community, student, faculty and staff needs;
 7. Serves as an articulate spokesperson for the welfare of all students in a diverse community;
 8. Describes the role of education in a democratic society within an historical context;
 9. Uses documentation of his or her performance to design and continually update a professional development plan; and
 10. Develops, implements, and monitors changes to the organization's mission to improve student achievement.
- C. Standard 2: The administrator facilitates the success of all students by understanding, responding to, and influencing the social, cultural, and legal aspects of the community. The performance assessment shall measure the extent to which the administrator:
1. Develops procedures for defining mutual expectations;
 2. Develops working relationships and strategies for formulating and implementing organizational policy and funding practices;
 3. Adjusts local policy to state and federal requirements;
 4. Develops procedures to recognize potential civil and criminal liabilities;
 5. Develops procedures to provide for equal educational opportunities in educational programs;
 6. Promotes the importance of understanding and appreciating the diversity in the community;
 7. Applies strategies for addressing international issues affecting teaching and learning; and
 8. Works effectively with policy makers.
- D. Standard 3: The administrator implements positive and proactive communication strategies for effective parent and community involvement to improve the learning environment for all students. The performance assessment shall measure the extent to which the administrator:
1. Articulates organizational purpose and priorities to the community and news media;
 2. Requests and responds to community feedback;
 3. Demonstrates consensus building and conflict mediation;
 4. Formulates and implements plans for internal and external communications;
 5. Uses communications skills to strengthen community support;
 6. Develops support for organizational priorities; and
 7. Responds appropriately to the electronic and printed news media.
- E. Standard 4: The administrator effectively manages services, programs, operations, and resources. The performance assessment shall measure the extent to which the administrator:
1. Demonstrates a knowledge and uses a variety of theories and models of organizations and of the principles of organizational development;
 2. Defines and uses effective processes for gathering, analyzing, and using data for decision making;
 3. Identifies, frames, and solves problems;
 4. Identifies priorities and formulates plans of action to meet internal and external expectations;
 5. Demonstrates project and time management skills;
 6. Establishes procedures to regulate activities and projects;
 7. Delegates at appropriate organizational levels;
 8. Secures, allocates and manages human and material resources;
 9. Utilizes staff evaluation and staff development systems to improve the performance of staff members;
 10. Applies adult motivation research to select appropriate models for supervision of the organization;
 11. Demonstrates understanding of employee benefits and alternative employee benefits packages;
 12. Identifies the potential legal issues affecting school personnel selection, development, supervision, retention, and dismissal;
 13. Demonstrates knowledge of student services and programs for which students may be categorically eligible;
 14. Evaluates and promotes improved organizational morale;
 15. Demonstrates knowledge of social agencies and services available in the community;
 16. Promotes a safe and effective learning environment; and
 17. Applies to daily practice the ethical conduct of the profession.
- F. Standard 5: The administrator advocates and supports curricular and instructional programs which promote the success of students. The performance assessment shall measure the extent to which the administrator:
1. Demonstrates knowledge of curriculum design;

2. Develops a strategic plan that enhances teaching and learning;
3. Plans curriculum which anticipates occupational trends and their educational implications;
4. Demonstrates understanding of instructional objectives using theories of cognitive development;
5. Demonstrates a knowledge of alignment and sequence of curriculum which promotes student achievement;
6. Demonstrates knowledge of valid and reliable performance indicators and testing procedures to measure student achievement;
7. Demonstrates knowledge of assessment strategies to help students achieve at high levels;
8. Utilizes current technologies which support management and instructional functions;
9. Exhibits knowledge of an instructional management system that includes research findings on learning, motivation, instructional strategies, instructional time, and resources to maximize student achievement;
10. Demonstrates knowledge of research findings on the use of a variety of instructional strategies that include multicultural sensitivity and various learning styles;
11. Implements programs to help students develop as caring and informed citizens; and
12. Describes and applies legal requirements affecting student supervision.

Historical Note

Former Section R7-2-603 repealed, new Section R7-2-603 adopted effective December 4, 1978 (Supp. 78-6). Amended effective July 21, 1980 (Supp. 80-4). Amended subsection (J) effective August 20, 1981 (Supp. 81-4). Amended subsections (D) and (E) effective April 10, 1984 (Supp. 84-2). Amended subsection (J)(8) and (9) effective October 10, 1984 (Supp. 84-5). Amended subsection (G) effective December 13, 1985. Amended subsection (J)(6), (7), (8) and (9) effective December 18, 1985 (Supp. 85-6). Editorial correction, amendment to subsections (D) and (E) shown effective April 10, 1984 should read Amended subsections (D) and (E) effective October 1, 1985. Amended by adding subsection (G)(9) and (10) effective January 31, 1986 (Supp. 86-1). Amended by adding subsection (R) effective April 24, 1986 (Supp. 86-2). Amended subsection (G), filed May 5, 1986, effective July 1, 1987 (Supp. 86-3). Amended by adding subsection (J)(10) and (11) effective July 2, 1986; amended by adding subsection (J)(12), (13) and (14), filed August 7, 1986, effective July 1, 1987 (Supp. 86-4). Amended subsection (H) effective September 16, 1987 (Supp. 87-3). Correction: subsection (G)(3), "Provisional" is corrected to read: "Principal" as certified effective December 3, 1985; amended subsection (B) effective July 13, 1988; amended subsection (J)(2) effective August 10, 1988; amended subsection (R)(2)(b) effective August 15, 1988 (Supp. 88-3). Amended effective August 9, 1989, and amended effective September 12, 1989 (Supp. 89-3). Amended effective December 15, 1989 (Supp. 89-4). Amended effective November 6, 1990; Amended effective December 12, 1990 (Supp. 90-4). Amended effective March 21, 1991 (Supp. 91-1). Amended effective May 2, 1991 (Supp. 91-2). Amended effective October 22, 1991 (Supp. 91-4). Section repealed, new Section adopted effective March 10, 1994 (Supp. 94-1). Amended effective December 19, 1996 (Supp. 96-4). Amended effective March 6, 1997 (Supp. 97-1). Typographical error corrected in subsection (J) (Supp. 97-4). Section repealed; new Section adopted effective December 4, 1998 (Supp. 98-4).